



## COMMANDING OFFICER'S POLICY LETTER ON SEXUAL ASSAULT



The most valuable asset in the Marine Corps is our Marines and Sailors. Sexual assault goes against our core values of honor, courage, and commitment.

Sexual assault is defined as the intentional sexual contact, characterized by the use of force, threats and intimidation, or abuse of authority when the victim does not or cannot consent. Sexual assault can occur without regard to gender, spousal relationship, or age of victim. Marines and Sailors must remember that an individual is considered a victim when they do not consent to sex or cannot consent to sex due to alcohol or drug use.

Sexual assault is a criminal act that will not be tolerated in this command. It destroys unit cohesion, trust and morale. Victims will be given the support and care they require to recover physically and mentally. Offenders will be given due process of law and prosecuted to the fullest extent of the law if found guilty.

Several ways exist to report if you are a victim of sexual assault. Depending on whether you choose to make a restricted (no investigation) or unrestricted report (full investigation) determines to whom you report the incident. Under restricted reporting, you can make a confidential report to squadron or MAG-12 Uniformed Victim Advocate, 1st MAW Sexual Assault Response Coordinator, military healthcare personnel, or chaplain. In unrestricted reporting, you may report to any command personnel, PMO, NCIS, or base legal. You can also make an unrestricted report to a UVA, SARC, chaplain, or healthcare provider once you make your reporting preference clear.

I strongly urge any victim of sexual assault to report their incident, restricted or unrestricted no matter how much time has passed, in order to get the help they need to recover.

I charge every Marine and Sailor to take every action to prevent sexual assault. First, do not let Marines or Sailors drink excessively to the point where their judgment is severely impaired. Next, if you see a situation developing where a Marine or Sailor can no longer care for themselves due to alcohol or substance abuse, step in as a team so that no one can question your intent or integrity. Finally, I will ensure every Marine and Sailor receives annual training for sexual assault prevention so that each of us knows what to do when confronted with this situation.

Our service prides itself on protecting its own, in combat and peace time. We must continue to protect each other against this horrible crime.

A handwritten signature in black ink that reads "Michael D. Gonzalez".

Michael D. Gonzalez  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12



## COMMANDING OFFICER'S POLICY LETTER ON EQUAL OPPORTUNITY



I strongly believe that equal opportunity is about leadership and that proper leadership is vital to eliminating discrimination, sexual harassment and hazing. An environment free of personal, social, or institutional barriers is essential to the morale and readiness of this command.

It is my duty and responsibility to ensure that every Marine and Sailor, regardless of race, color, age, gender, national origin, or religion, is given every opportunity to reach their full potential. I take this responsibility very seriously and I promise to promote teamwork and cohesion through the elimination of prejudice and harassment.

I task all Marines and Sailors to immediately address inappropriate behavior that detracts from our squadron's cohesion and its ability to perform its mission. I will hold any Marine or Sailor accountable for engaging in, condoning, or tolerating discrimination, sexual harassment or hazing. Offenders of such offenses will be subject to appropriate disciplinary action.

I charge any Marine and Sailor to report any form of discrimination, sexual harassment or hazing through their chain of command. The preferred method for resolution is the Informal Resolution System (IRS) which addresses issues at the lowest possible level. IRS addresses the issue directly with the person demonstrating the behavior or by seeking a third party to intervene. If the IRS does not resolve the inappropriate behavior, the formal complaint procedure can be used.

The preferred method for addressing formal complaints of discrimination, sexual harassment or hazing is via the Request Mast.

All of my Marines and Sailors who report acts of discrimination, sexual harassment, or hazing will do so without fear of reprisal. Marines and Sailors who commit acts of reprisal or retaliation against anyone for reporting an offense, or who willingly make false allegations, will be subject to appropriate disciplinary action under the UCMJ.

Equal opportunity is the responsibility of every Marine and Sailor; each of us must adhere to our institution's core values of honor, courage, and commitment. I expect all Marines and Sailors to steadfastly adhere to these values.

A handwritten signature in black ink that reads "Michael D. Gonzalez".

Michael D. Gonzalez  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12



## COMMANDING OFFICER'S INTENT FOR SUICIDE PREVENTION



Every Marine and Sailor in this squadron has value to the Marine Corps and more importantly to their family members and friends. I hold no other responsibility more sacred than ensuring every Marine and Sailor successfully completes their tour of duty and returns safely to their loved ones and friends. Each and every one of us has the responsibility to care and monitor the mental well-being of their fellow Marine and Sailor. We are never too busy to talk to each other and gauge how we are faring in our day-to-day lives.

By now, each of you should have received the Never Leave a Marine Behind suicide prevention training mandated by MARADMINs 520/11 and 228/11. Every Marine and Sailor will continue to receive annual training on this topic. I charge every Marine and Sailor to use the RACE method to prevent any suicides or suicide ideations in our squadron:

Recognize – The signs of distress  
Ask – About the signs of distress  
Care – About the person and show it  
Escort – The person to safety

Starting with me, the chain of command must ensure our Marines and Sailors are aware that resources – squadron chaplain, medical, Marine Corps Community Services – are available to address any problem they may encounter with the utmost in confidentiality and discretion with no negative impact to one's career. Asking for help is not a weakness, but a form of courage unto its own. We must ensure those in our charge take this to heart.

Our squadron operational tempo is challenging and we have many requirements to satisfy, but we must never place monitoring the well-being of those in our charge low on our priority list. Only through constant communication and a strong mentorship program can we reduce the possibility of one of our own inflicting harm on themselves.

A handwritten signature in cursive script that reads "Michael D. Gonzalez".

Michael D. Gonzalez  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12



## COMMANDING OFFICER'S POLICY LETTER ON SAFETY



Our mission is to provide effective aviation logistics support to the squadrons of Marine Aircraft Group 12. Our success is directly linked to the preservation of life and material. Nothing is of greater importance than ensuring the safety and well-being of each and every Marine and Sailor.

Unfortunately, the Marine Corps historically leads all other services with regards to loss of life, on or off-duty. Superb small unit leadership will ensure a successful accident prevention program, as well as to reverse this negative trend. The continual use of Operational Risk Management (ORM), Personal Protective Equipment, and mature decision-making in all aspects of aviation logistics support will foster a safe working environment for our Marines and Sailors. Most mishaps are avoidable if those near-peer leaders are providing sound advice and executing good judgment. A common theme after a mishap was that "someone" knew it was a bad idea, but failed to step-up to the plate and make the "right call." Each Marine and Sailor will familiarize themselves with the proper safety procedures to carry out the daily tasks in their work centers, divisions, and departments. Ignorance is never an excuse for a preventable mishap occurring on or off duty. Regardless of whether it is performing a task at work, or making plans for liberty, leadership and utilizing ORM is critical in preventing mishaps. MALS-12 must continue to focus on doing the right thing, the right way, the first time. Collectively, we will make a positive impact on safety and prevent accidents in our squadron.

MALS-12 has a proud and well-deserved history of excellence. Every Marine and Sailor bears the responsibility of "doing the right thing". I charge each Marine and Sailor regardless of rank to identify and stop an event that could lead to injury of personnel or damage to our critical material assets. Only through teamwork will we continue to provide a safe environment and accomplish our assigned mission.

Michael D. Gonzalez  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12





## MALS-12 COMMANDER'S INTENT



Since the inception of our squadron, we have answered our nation's call. We will continue that proud heritage when called upon again.

1. **Mission.** Provide responsive aviation logistics support to MAG-12 in order to sustain optimum aircraft readiness and the ability to rapidly deploy and employ in an expeditionary environment throughout the PACOM AOR.

2. **Objectives.** In order to accomplish our mission, we will focus on the below objectives:

a. **Logistics Readiness.** Our goal, at all times, is to meet prescribed readiness standards in support of the MAG-12 and its assigned squadrons.

- Reduce the number of NMCS aircraft on the flight line.
- Prepare for material/financial support and repair capability for additional UDP aircraft, EA-6B, C-130, and F-35.
- Execute movement of squadron spaces as prescribed by the Defense Posture Review Initiative while supporting all squadrons.
- Execute all our squadron's tasks called for in current theatre operational plans.

b. **Personnel Readiness.** To be First to Fight, we must be ready to fight. We will therefore train hard, inspect ourselves regularly, focus on individual and family readiness, and build a climate that takes pride in readiness.

- Zero preventable mishaps in work spaces and on liberty which includes hazing, discrimination, and sexual harassment/assault.
- Build the most competitive Marine or Sailor for re-enlistment and promotion.

3. **Principles.** Our commitment to success will rely on a set of enduring principles which has made this squadron a success in the past: hard work, leadership, communication, planning, teamwork, and job proficiency.

4. **End State.** On any day, anyone who interacts with our unit will see a highly professional, disciplined, core competent, and well-led organization. Our reputation will be of broad-based and sustained excellence. Our leaders will be energetic and involved; our Marines and Sailors will be disciplined and accountable; our spaces will be safe and squared away; and our logistics support will be world class. MARAUDERS MAKE MISSION!

Michael D. Gonzalez

Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12



## COMMANDING OFFICER'S POLICY LETTER FOR THE FAMILY READINESS PROGRAM



MALS-12's most precious assets are our Marines, Sailors, and their families. Because of our unique mission and location, our Marines and Sailors are required to deploy to various locations across the Pacific throughout the year. For this reason, it is paramount that our squadron has a strong and productive Family Readiness Program.

In order for our Family Readiness Program to be successful, it must address the following unique circumstances our squadron faces:

- Lengthy overseas assignments away from traditional support networks and with limited resources.
- The squadron's responsibility to families in the execution of operational plan contingencies.
- The squadron's requirement to support multiple detachments across the Pacific throughout the year.
- The ambassadorial nature of our presence in Japan.
- The small town atmosphere of life aboard MCAS Iwakuni.

I plan to address these issues through the squadron's Family Readiness Program utilizing the following methods:

- Official communication primarily through the squadron's eMarine website, [www.eMarine.org](http://www.eMarine.org)
- Information and resource referral
- Readiness and deployment support
- Volunteer management

Our squadron's Family Readiness Officer, Mr. Jeffrey Fleming, serves as the squadron's primary point of contact to assist you and your families address some of the unique challenges that come with being stationed overseas. You can contact him at DSN: 253-5037, cell: 080-2701-7731, or via email at [jeffrey.a.fleming@usmc.mil](mailto:jeffrey.a.fleming@usmc.mil).

A strong Family Readiness Program is essential to MALS-12's combat readiness. Your efforts and support are all essential to that readiness. I encourage every Marine and Sailor along with their family members to participate in the squadron's Family Readiness Program in order to keep our families informed, prepared and ready.

Michael D. Gonzalez  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12



## COMMANDING OFFICER'S POLICY LETTER ON SUBSTANCE ABUSE



The Marine Corps serves as America's 911 force; ready to fight our nation's battle at a moment's notice. In order to execute our squadron's mission when the call comes, every Marine and Sailor must be mentally and physically ready to go. Any Marine and Sailor who is dependent on alcohol or drugs and is not receiving treatment becomes a liability to the squadron.

As your CO, it is my duty to take legal action against any Marine or Sailor who uses illegal drugs or abuses alcohol. Historically, abuses of alcohol and or drug use have contributed to Marines and Sailors committing more egregious violations of the UCMJ such as hazing, rape, or larceny. If you are underage and choose to drink or are of age and contribute alcohol to underage Marines and Sailors, be prepared to face the consequences. If you give in to peer-pressure and experiment with illegal drugs, be prepared to face the consequences. I will hold any Marine and Sailor accountable that chooses to break the law. As Marines and Sailors, we are held to a higher standard. As your CO, it is my responsibility to maintain that standard.

It is also my responsibility to help any Marine or Sailor who seeks assistance for their alcohol or drug dependency. The road to recovery begins by speaking to our squadron Substance Abuse Counseling Officer (SACO). Any Marine or Sailor who seeks assistance for their drug or alcohol dependency can do so with the utmost in confidentiality and without fear of punishment or reprisal from the chain of command.

Acting as a character witness and praising your fellow Marine or Sailor who has an alcohol or drug problem for their contributions in the work center or division at an NJP or court martial does them no good; it is too late. Help your fellow Marine or Sailor with dependency issues now by referring them to the SACO.

Our squadron will be ready when called upon to execute our mission. To do this, I need every Marine and Sailor ready to go, drug and alcohol free.

A handwritten signature in black ink that reads "Michael D. Gonzalez".

Michael D. Gonzalez  
Lieutenant Colonel, U.S. Marine Corps  
Commanding Officer, Marine Aviation Logistics Squadron 12